

Department of the Army  
Headquarters, United States Army  
Training and Doctrine Command  
Fort Monroe, Virginia 23651-1047

**\*TRADOC Regulation 10-5-3**

**20 January 2006**

**Organization and Functions  
UNITED STATES ARMY ACCESSIONS COMMAND**

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**Summary.** This regulation prescribes the organization, mission, and functions of the United States Army Accessions Command (USAAC).

**Applicability.** This regulation applies to all elements of USAAC.

**Supplementation.** Supplementation of this regulation is prohibited unless specifically approved by the U.S. Army Training and Doctrine Command (TRADOC) Deputy Commanding General/Chief of Staff (ATCS), 7 Fenwick Road, Fort Monroe, VA 23651-1049.

**Suggested improvements.** The lead responsibility for this regulation is USAAC. Send comments and suggested improvements on DA Form 2028 (Recommended changes to Publications and Blank Forms) or DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal) through channels to HQ USAAC (ATAL-ZS), Building 100, 90 Ingalls Road, Fort Monroe, Virginia 23651.

**Availability.** This publication is distributed through the TRADOC and USAAC homepages at <http://www.tradoc.army.mil>

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**\*This regulation supersedes USAAC Regulation 10-1, 1 May 2003.**

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## **Chapter 1**

### **Introduction**

## **TRADOC Reg 10-5-3**

**1-1. Purpose.** This regulation defines and delineates the organization, functions, and responsibilities for the USAAC and subordinate organizations.

**1-2. References.** [Appendix A](#) contains the related publications.

**1-3. Explanation of abbreviations and terms.** The [glossary](#) contains abbreviations and explanations of terms used in this regulation.

### **1-4. Responsibilities.**

a. The TRADOC Deputy Commanding General (DCG)/Chief of Staff (CofS). The TRADOC DCG/CofS will approve changes to this regulation.

b. The USAAC Strategic Planning Directorate. The Strategic Planning Directorate will:

(1) Serve as the lead for this regulation.

(2) Ensure that TRADOC Regulation (TR) 10-5-3 is consistent with TR 10-5 and is coordinated and integrated across USAAC before developing recommendations for change.

(3) Review and coordinate proposed changes and forward recommendations for approval to the TRADOC DCG/CofS.

c. The TRADOC Deputy Chief of Staff for Resource Management (DCSRM). The DCSRM will:

(1) Advise and assist USAAC organizations on organizational and functional alignment.

(2) Review proposed changes for organization, standardization, format, adequacy of statement of responsibilities and functions, and affect on resources to assist USAAC.

d. USAAC Headquarters (HQ) staff and directors. USAAC staff and directors will ensure that definitions of the organizational structure, functions, and responsibilities shown in this regulation are current and accurate. Given the dynamic nature of military transformation and the operational environment, each organization will routinely undertake a critical analysis and review of its structure, functions, and responsibilities. An annual update of this regulation will integrate these results. This will ensure USAAC remains an agile, innovative organization.

### **1-5. Scope.**

a. This regulation focuses on the organization, functions, and responsibilities of USAAC. It describes USAAC's major organizational structure, functions, major responsibilities for subordinate organizations, and relationships between these organizations and their assigned responsibilities.

b. The U.S. Army Recruiting Command (USAREC), the U.S. Army Cadet Command (USACC), the U.S. Army Training Center (USATC), Fort Jackson, and the U.S. Army Accessions Support Brigade (USAASB) have separate supporting documents to describe that organization's structure, functions, and major responsibilities.

c. This regulation describes how USAAC supports the functions assigned to TRADOC.

#### **1-6. Policy.**

a. Decentralize responsibility for missions and tasks to USAAC's subordinate agencies to the maximum extent possible.

b. TR 10-5 establishes command and control relationships. TRADOC has designated lead and assist assignments to specify responsibility and relationships among senior leaders and organizations. The lead is the organization or staff element that has primary responsibility for a function, task, or role assigned from higher HQs. Responsibility for the function, task, or role begins with initial assignment and ends with its completion. Responsibility also includes all aspects of execution and integration of all applicable doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) domains.

c. The assist is the organization or staff element a higher HQs directs to provide augmentation or other support to a lead for a function, task, or role. The assist is the organization that aids, complements, or sustains another organization and is responsible for providing the assistance the lead organization requires.

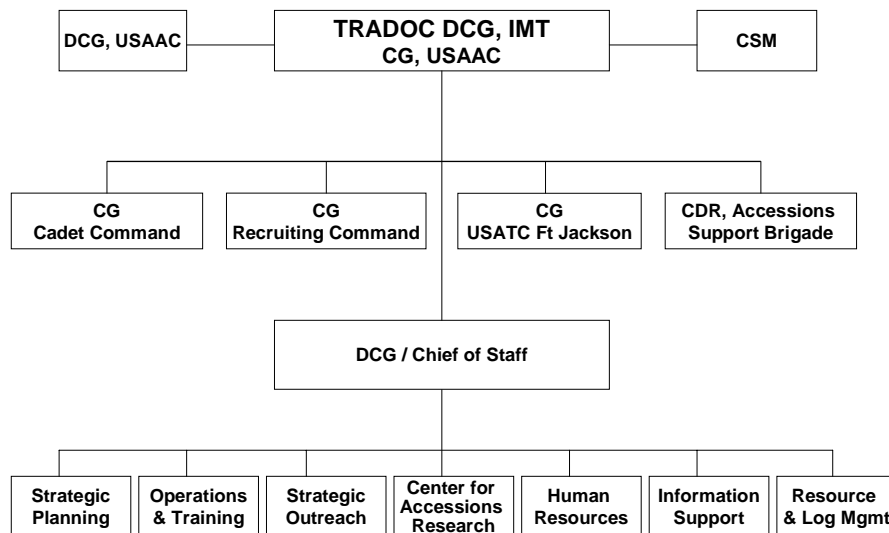
d. The HQ TRADOC staff provides staff management, facilitates external coordination, and assists in the prioritization of resources to assist the lead organization. Staff management responsibilities are a broader set of tasks and functions that complement the lead, assist, and major responsibilities assigned to each organization.

**1-7. General organizational requirements.** Each USAAC organization structures elements to facilitate effective and efficient mission accomplishment; assigns specific functional responsibilities to each organizational element oriented toward accomplishing missions; groups similar functions; eliminates functions and structures that become nonessential; consolidates functions and responsibilities where feasible and economical; and eliminates duplicate or fragmented functions that do not support assigned missions.

**1-8. Procedures for requesting changes to this regulation.** Submit proposed changes by memorandum, in hard copy, to the USAAC (ATTN: ATAL-ZS). Where applicable, the memorandum must include a proposed organizational chart and statements of responsibilities and functions prepared on DA Form 2028, Recommended Changes to Publications and Blank Forms (in the format and style of this regulation) as enclosures to the memorandum.

**2-1. Mission of USAAC.** The USAAC is charged with providing integrated command and control of the recruiting and initial military training (IMT) for Army officers, warrant officers, and enlisted forces. The USAAC transforms volunteers into Soldiers and leaders for the Army.

**2-2. Organization of USAAC.** The USAAC consists of a HQs element and four subordinate commands: USACC; USAREC; the USATC at Fort Jackson, South Carolina; and the USAASB located at Fort Knox, Kentucky. The USAAC operates from three locations: Fort Monroe, Virginia; Fort Knox, Kentucky; and Fort Jackson, South Carolina (see [fig 2-1](#)).



**Figure 2-1. U.S. Army Accessions Command**

a. The HQ USAAC consists of a command group, special staff, personal staff, and coordinating staff.

b. The USAAC's subordinate commands receive taskings through the approved command tasking procedure outlined in Chapter 12, paragraph 12-1 of TR 10-5. Tasking authorities in TRADOC are the Commanding General (CG), DCG/CofS, and the Deputy Chief of Staff for Operations and Training (DCSOPS&T). For actions within TRADOC that require tasking, the responsibility to develop the tasking lies with the lead organization. This responsibility includes all aspects of execution and integration of applicable DOTMLPF domains. The lead organization matures the tasking and it is processed through DCSOPS&T. HQ TRADOC is the primary interface with external agencies.

**2-3. Lead functions of USAAC.** USAAC is the lead for two of TRADOC's core functions: recruit and IMT.

a. Recruit.

(1) Execute accession of the officer, warrant officer, and enlisted populations into the Regular Army (RA) and the U.S. Army Reserve (USAR).

(2) Consists of worldwide enlisted, officer, and special mission recruiting operations for the RA, the USAR, the Army Medical Department (AMEDD), Reserve Officer Training Corps (ROTC), Officer Candidate School (OCS), Warrant Officer Candidate School, the Judge Advocate General Corps, and the Chaplain Corps.

**b. IMT.**

(1) Sets standards for and provides training in the basic skills, knowledge, and task proficiencies needed to become a Soldier and subsequently to succeed as a member of an Army unit, contribute to unit mission accomplishment, and survive on the battlefield.

(2) Consists of basic combat training (BCT), one station unit training (OSUT), advanced individual training (AIT), ROTC, OCS, basic officer leadership course (BOLC) I-III, and recruiter, drill sergeant, and other cadre training. Also consists of setting standards for individual training, including individual training in all units, for the skills and tasks inherent in the IMT function and ensuring execution to standard. Initial entry training (IET) consists of the portions of IMT that pertain to enlisted Soldiers – BCT, OSUT, and AIT. IMT includes IET plus officer precommissioning training in ROTC, OCS, and the U.S. Military Academy (USMA) and officer entry training in BOLC.

**2-4. Assist functions of USAAC.** USAAC assists three of TRADOC's core functions.

a. Functional training. Assists the Combined Arms Center (CAC) with the synchronization of post-IMT functional training and in the identification of capabilities and development of requirements for future functional training needs.

b. Leader development and education. Assists CAC by developing and coordinating precommissioning and cadre training; developing, coordinating, and synchronizing enlisted and officer training, as appropriate; and identifying capabilities and development of requirements for future leader development needs.

c. Requirements determination. Assists the TRADOC Futures Center (FC) in determining IMT implications during analysis of Army concepts and concept capability plans.

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**Chapter 3**  
**Headquarters, U.S. Army Accessions Command**

**Section I**  
**Command Group**

**3-1. CG, USAAC.**

a. Mission. Provides command, control, and coordination of the Army's officer, warrant officer, and enlisted accessions processes from initial contact through completion of IMT. Develops and implements plans, programs, organizations, and resources to accomplish the USAAC mission. Develops, directs, and executes the Army's strategic communications plan in support of the accessions mission. Serves as the Executive Agent for the U.S. Military Entrance Processing Command.

b. Functions and responsibilities.

(1) Serves as the DCG, IMT. Represents CG, TRADOC in matters relating to the Army's officer, warrant officer, and enlisted accession process from first contact through completion of IMT. Specifically, the DCG, IMT represents CG, TRADOC in the following capacities:

(a) Develops, prepares, and executes the Army's outreach efforts.

(b) Serves as the TRADOC representative to the annual Tri-Service ROTC conference.

(2) Recommends IMT policy and guidance.

(3) Establishes TRADOC policy for the development and conduct of IET.

(4) Recommends IET funding priorities to TRADOC DCSOPS&T.

(5) Develops and coordinates TRADOC guidance for IET commanders' and command sergeants major (CSMs) conferences.

(6) Conducts the IET commanders' and CSMs' video-teleconference (VTC).

(7) Develops and coordinates TRADOC policy concerning the operation of fitness training units to include the physical conditioning unit and the Physical Training Rehabilitation Program.

(8) Develops and coordinates TRADOC policy for the conduct of IET at the Defense Language Institute, Foreign Language Center.

(9) Develops and coordinates TRADOC implementation guidance of the Hometown Recruiter Assistance Program.

(10) Develops and coordinates TRADOC military occupational specialty (MOS) retraining and reclassification guidance.

(11) Develops and coordinates TRADOC policy for addressing Reserve Component (RC)- and Army National Guard (ARNG)-unique IMT issues.



(12) Develops and coordinates TRADOC IMT assessment and assistance visit policy and guidance for all enlisted and officer IMT installations.

(13) Develops and coordinates TRADOC IET attrition policy and guidance.

(14) Establishes officer common core tasks for IMT in coordination with (ICW) the USMA.

(15) Assists TRADOC DCG/CofS in the development, coordination, and implementation of accessions and IMT aspects of the TRADOC Strategic Communications Plan.

**3-2. DCG, USAAC.**

a. Mission. Principal adviser to the CG, USAAC on all matters concerning USAR affairs.

b. Functions and responsibilities.

(1) Assists in conducting IMT assessments, inspections, and certifications as coordinated with the CG, USAAC.

(2) Advises the CG, USAAC on Army accessions policies, procedures, and processes with emphasis on the integration of RC-unique requirements.

(3) Provides recommendations to enhance IMT.

(4) Maintains liaison with TRADOC DCG, ARNG, and TRADOC DCG, USAR.

**3-3. DCG/CofS, USAAC.**

a. Mission. Directs the HQ USAAC staff. Responsible for the support, interpretation, and dissemination of USAAC policies, plans, and decisions to subordinate units and appropriate staff sections.

b. Functions and responsibilities.

(1) Manages training and development of the HQs staff.

(2) Functions as the senior coordinator to subordinate and higher HQs.

(3) Approves and ensures proper and efficient use of USAAC resources.

(4) Responsible for IMT assessment and assistance visits.

**3-4. Deputy Chief of Staff, USAAC.**

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a. Mission. Integrates actions internal and external to the command. In the absence of the DCG/CofS, USAAC, directs the activities of the staff.

b. Functions and responsibilities.

(1) Serves as principal assistant to the DCG/CofS, USAAC for operations and activities of the USAAC staff.

(2) Responsible to the DCG/CofS, USAAC for congressional activities, plans, operations, and special actions.

(3) Coordinates projects and staff actions which cross normal staff boundaries as directed by the DCG/CofS, USAAC.

#### **3-5. Deputy Chief of Staff, Reserve Affairs.**

a. Mission. Assists the DCG/CofS, USAAC in executing USAAC's missions that impact the USAR.

b. Functions and responsibilities.

(1) Advises the DCG/CofS, USAAC and the USAAC staff on reserve affairs.

(2) Monitors the integration of the total force perspective into planning and execution of USAAC's missions and functional responsibilities.

(3) Monitors and evaluates the utilization and training of USAR personnel within USAAC.

(4) Maintains liaison with the offices of the TRADOC DCG, ARNG and TRADOC DCG, USAR.

#### **3-6. Command Sergeant Major.**

a. Mission. Functions as the senior enlisted adviser to the CG, USAAC for all enlisted policy and training matters.

b. Functions and responsibilities.

(1) Provides information, assessments, judgments, opinions, and an experienced viewpoint on morale, discipline, motivation, retention, and other concerns of enlisted soldiers.

(2) Mentors and maintains liaison with sergeants major of subordinate commands.

#### **3-7. Office of the Commanding General, USAAC.**

a. Mission. Provides administrative management of the CG, USAAC's office and develops the CG, USAAC's short- and long-range schedules.

b. Functions and responsibilities.

(1) Coordinates travel for the CG, USAAC.

(2) Manages the CG, USAAC's time and information flow.

### **3-8. Secretary of the General Staff.**

a. Mission. The Secretary of the General Staff is the key adviser to the command group for administration and coordinates command group operations.

b. Functions and responsibilities.

(1) Tasks, coordinates, and tracks all administrative staff actions the CG, USAAC and the DCG/CofS, USAAC generate.

(2) Tasks, coordinates, and tracks all taskings received from higher HQs.

(3) Receives, processes, and controls all correspondence received for action by the USAAC command group.

(4) Schedules and coordinates command and staff meetings and award ceremonies.

## **Section II Special Staff**

### **3-9. TRADOC Deputy Chief of Staff for Personnel, Infrastructure, and Logistics (DCSPIL).**

a. Mission. Personnel and logistics support is provided to HQ, USAAC by HQ TRADOC, DCSPIL in accordance with TR 10-5 paragraph 3-26(2)(g).

b. Functions and responsibilities.

(1) Provides assistance as needed in the areas of military personnel support and management.

(2) Provides assistance in all aspects of civilian personnel support for USAAC personnel at Fort Monroe.

(3) Provides staff management of IET barracks utilization, improvements, and construction program.

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- (4) Provides Equal Opportunity staff assistance, training, and reporting.

### **3-10. TRADOC Safety Office.**

a. Mission. Safety support to HQ USAAC is provided by HQ TRADOC's Command Safety Office (CSO). The HQ TRADOC CSO advises the CG, USAAC and command on all safety, accident prevention, and risk management related issues. The CSO develops recommendations and facilitates the implementation of safety programs, policies, and initiatives to affect the operational training environment.

- b. Functions and responsibilities.

- (1) Program management.

- (a) Develops and publishes safety policies and guidance in support of the USAAC training mission. Reviews and interprets safety and occupational health statutes, standards, and policies promulgated by higher HQs or other regulatory agencies for application to USAAC missions and operations.

- (b) Establishes and maintains records of accident experience, surveys and inspections, training, and inventories.

- (c) Integrates safety and occupational health and risk management goals, programs, and evaluation criteria into USAAC's strategic plans.

- (d) Provides liaison with higher HQs safety staffs, other federal agencies, and public and private agencies and institutions on safety related issues, accident prevention, and risk management.

- (e) Coordinates with subordinate command safety personnel concerning trends and issues relating to USAAC units.

- (2) Inspections, surveys, and assessments.

- (a) Conducts annual program management evaluation of USAAC subordinate commands, centers, schools, and activities.

- (b) Conducts and supports special safety reviews, studies, and investigations as directed by CG, USAAC.

- (c) ICW USAAC's Assistance and Assessment Team, executes evaluations and assessments of the command's accident prevention efforts, effectiveness of risk management mitigation, and the accomplishment of program goals and objectives.

- (3) Accessions. Monitors operational safety to mitigate potential risk during the recruitment, IMT, and education processes.

(4) Training.

(a) Incorporates safety and risk management into military training and leader development, monitors the integration of risk management into all branch school products, and monitors general safety in the officer training and leader development process.

(b) Assists in quality assurance assessments for USAAC centers, schools, and activities to ensure associated risks are identified prior to training execution.

**3-11. TRADOC Office of Internal Review and Audit Compliance.**

a. Mission. Internal Review and Audit Compliance (IRAC) support to USAAC is provided by the TRADOC IRAC Office. The Chief of the TRADOC IRAC Office supports the USAAC leadership and subordinate command organizations in improving accountability and compliance in the execution of their missions.

b. Functions and responsibilities.

(1) Serves as the CG, USAAC's principal adviser on all audit matters.

(2) Directs, manages, and executes a full range of internal review evaluation services to support USAAC leadership and command organizations in improving accountability and compliance in execution of their missions.

(3) Reviews the execution of management controls to ensure efficient and effective operational business practices.

(4) Serves as the CG, USAAC's principal officer for liaison with external audit organizations.

(5) Establishes and maintains a recommendation tracking system and an effective follow-up system on both internal review and external audit reports.

(6) Implements TRADOC internal review policy and guidance for HQ USAAC and complies with semi-annual reporting requirements.

**3-12. TRADOC Equal Employment Opportunity Office.**

a. Mission. Equal Employment Opportunity (EEO) support to USAAC is provided by the TRADOC EEO Office. The HQ TRADOC EEO Officer serves as the command adviser to the CG, USAAC for all EEO matters.

b. Functions and responsibilities.

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(1) Manages the EEO program for USAAC which ensures all employees are given every opportunity to achieve their full potential without regard to race, color, religion, sex, national origin, age, or disability. As a minimum, meets with the CG, USAAC annually to review program administration.

(2) Conducts staff assistance visits of USAAC organizations to determine the effectiveness of the EEO program.

(3) Provides assistance concerning the special emphasis, disability, and disabled veterans' programs; minority college relations program; submission of EEO awards; and prevention of sexual harassment.

(4) Provides EEO training upon request.

#### **3-13. TRADOC Command Surgeon.**

a. Mission. Command surgeon support to USAAC is provided by the HQ TRADOC Command Surgeon. Personnel from HQ TRADOC's Surgeon's Office exercise staff management over health services within USAAC and the accessions process.

b. Functions and responsibilities.

(1) Advises the CG, USAAC on health-related issues of the command and the accessions process.

(2) Monitors health care at USAAC installations and activities.

(3) Formulates USAAC policy on health matters.

#### **3-14. TRADOC Command Provost Marshal.**

a. Mission. Provost marshal support to HQ USAAC is provided by the HQ TRADOC Provost Marshal. The HQ TRADOC Provost Marshal is lead for force protection which includes the antiterrorism program, domestic criminal and antiterrorism intelligence, the physical security program, law enforcement, and the military working dog program.

b. Functions and responsibilities.

(1) Assists USAAC with force protection plans, policies, and programs for recruiting stations and ROTC detachments.

(2) Develops, coordinates, and conducts antiterrorism operational assessments at HQ USAAC and TRADOC affiliated installations.

(3) Issues Physical Security Inspector credentials to appropriate USAAC personnel.

**3-15. Headquarters companies.**

a. Mission. The HQs companies for HQ TRADOC, Fort Monroe, and HQ USAREC at Fort Knox, support USAAC's military personnel assigned to Fort Monroe and Fort Knox.

b. Functions and responsibilities.

(1) Provides general administrative support, which includes in-processing; out-processing; military personnel actions to include supporting unit-level enlisted military processing and Army Recruiting Information Support System personnel transactions, military finance transactions, leaves and passes, personnel accounting and strength reporting; military awards; evaluations; and enlisted promotions.

(2) Maintains unit statistical data, additional duty appointments, alert rosters, hometown news releases, and duty rosters.

(3) Initiates requests for individual training, assignments and reassignments, the Army Married Couples Program, remission or cancellation of indebtedness, conscientious objector status, sole surviving son or daughter status, and permissive temporary duty.

(4) Manages unit-level Soldier readiness to include Army Substance Abuse Program, unit funds, non-appropriated funds, line-of-duty investigations, family support and readiness programs, letters of indebtedness, and weight control program.

(5) Maintains Soldier support files, ensures personnel are provided, or have access to, mandatory training, officer and NCO professional development, and manages the unit physical training program as well as periodic testing.

(6) Administers unit-level discipline, military justice, and suspension of favorable actions.

(7) Administers unit-level management of retention and reenlistment support and ensures access to retention counselors.

(8) Provides unit-level logistic support for Soldiers such as unit patches, unit insignia, and other similar items of supply, subject to reimbursement by HQ USAAC.

**Section III**  
**Personal Staff**

**3-16. TRADOC Chaplain.**

a. Mission. Chaplain support to HQ USAAC is provided by the HQ TRADOC Command Chaplain. The TRADOC Command Chaplain is responsible for the religious program in HQ USAAC. This includes performing or providing religious support; advising USAAC commanders and staffs on matters of religion and morale; assisting in establishing an ethical and spiritual command climate; and in maintaining ethical and humanitarian leadership practices.

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### **b. Functions and responsibilities.**

- (1) Provides pastoral care and religious ministration.
- (2) Plans, assesses, conducts, monitors, and supports training for chaplains and chaplain assistants.
- (3) Develops and implements chaplaincy policy and plans for USAAC.
- (4) Assists in conducting staff assistance visits and assessments.
- (5) Plans and executes the Army's Suicide Prevention Campaign Plan by training chaplains, chaplain assistants, and members of USAAC in suicide prevention and intervention skills.

### **3-17. TRADOC Inspector General.**

a. Mission. Inspector General (IG) support to HQ USAAC is provided by the HQ TRADOC IG. The HQ TRADOC IG inquires into and reports on matters affecting the performance of mission and state of efficiency, economy, discipline, and the morale of the USAAC.

### **b. Functions and responsibilities.**

- (1) Provides assistance, advice, and management of all IG-related matters to USAAC and subordinate elements.
- (2) Conducts inquiries and investigations as required.
- (3) Responds to USAAC IG action requests.
- (4) Evaluates and analyzes data for trends affecting command goals.
- (5) Conducts assistance visits to subordinate commands and elements and conducts sensing sessions to assess climate of the command.
- (6) Prepares formal reports of special inspections for the CG, USAAC.
- (7) Coordinates with USAAC staff elements by exchanging information on matters of particular staff concern and interest and evaluates the effectiveness of USAAC staff actions at inspected activities.

### **3-18. TRADOC Staff Judge Advocate.**

a. Mission. Staff Judge Advocate (SJA) support to HQ USAAC is provided by the HQ TRADOC SJA. The HQ TRADOC SJA is responsible for providing legal advice to the CG, USAAC and the USAAC staff.



**b. Functions and responsibilities.**

(1) Provides guidance, support, and technical supervision of USAAC's subordinate legal offices.

(2) Provides support in implementing the Judge Advocate General's policy guidance within USAAC.

(3) Provides legal support to HQ USAAC in the areas of military law, intelligence law, administrative law, government ethics, and legal training.

(4) Advises HQ USAAC staff on all legal aspects in the awarding and administration of government contracts and agreements.

**3-19. TRADOC Public Affairs.**

a. Mission. Public affairs support to HQ USAAC is provided by the HQ TRADOC Public Affairs Office. The HQ TRADOC Chief of Public Affairs advises the CG, USAAC and the command on public affairs matters.

**b. Functions and responsibilities.**

(1) Serves as the USAAC official spokesperson in dealings with the news media.

(2) Provides professional and technical expertise to the USAAC commanders and staff in the areas of command information, media relations, and community relations.

(3) Coordinates with the Strategic Outreach Directorate for public affairs planning, guidance, strategic communications outreach, and program review and evaluation.

**Section IV**  
**Coordinating Staff**

**3-20. Strategic Planning Directorate.**

a. Mission. Provides mid- and long-range planning and develops strategic guidance for USAAC.

**b. Functions and responsibilities.**

(1) Provides support to the CG, USAAC and DCG, USAAC.

(2) Responsible for the development of the USAAC Strategic Plan.

(3) Responsible for the development of the annual operational plan.

## **TRADOC Reg 10-5-3**

- (4) Manages transformation issues relating to USAAC.
- (5) Coordinates CG, USAAC participation in major conferences.
- (6) Presents USAAC overview briefings to visitors.
- (7) Conducts and evaluates special projects and performs studies and analyses.
- (8) Prepares speeches and briefings for the CG, USAAC.

### **3-21. Historian.**

a. Mission. Develops, publishes, and executes USAAC's historical program and activities. Advises the CG, USAAC, HQ USAAC staff, and USAAC subordinate commands of the requirements of the Army Historical Program and the TRADOC Military History Program. Integrates historical perspectives in the USAAC planning and decision making process on organizational, mission, and functional issues.

b. Functions and responsibilities.

- (1) Coordinates with record managers to ensure the collection, appraisal, and appropriate disposition of documents of historical interest to the USAAC.
- (2) Performs historical research.
- (3) Prepares monographs on topics and events of historical significance to the USAAC and the Army.
- (4) Prepares the USAAC annual historical report.
- (5) Represents USAAC to the historical profession.
- (6) Conducts oral history exit interviews with senior officers and civilians.

### **3-22. Operations and Training Directorate.**

a. Mission. Manages all aspects of current accessions operations and IMT and includes the Quality Assurance Office (QAO), which functions ICW the HQ TRADOC Quality Assurance Accreditation Program.

b. Functions and responsibilities of Operations and Training Directorate.

- (1) Principal staff adviser to the USAAC on all matters relating to accessions for RA, USAR, officer, warrant officer, and enlisted accessions.
- (2) Monitors accessions for enlistments, ROTC, and OCS.

(3) Monitors allocation of officer and enlisted training seats.

(4) Ensures synchronization of training policy related to BCT, future Soldier training, pre-commissioning leader development, and cadre training.

(5) Coordinates with the Center for Accessions Research (CAR) to ensure accessions-related issues are articulated and considered in the studies and analysis process.

(6) Responsible for IMT assistance visits.

(7) Provides staff management of IET brigade commander VTCs.

**c. Functions and responsibilities of the QAO.**

(1) Provides training assessment and assistance through the management and conduct of internal and external evaluations of enlisted, warrant officer, and commissioned officer IMT programs conducted at the Army training centers and TRADOC proponent schools.

(2) Conducts training assessments at subordinate USAAC training sites.

(3) Develops, conducts, and manages USAAC's accreditation of IMT programs as part of HQ TRADOC's Quality Assurance Accreditation Program.

(4) Assesses TRADOC proponent schools' RC courseware to ensure equivalency and standardization of active component and RC programs of instruction.

(5) Conducts trend analyses ICW CAR and presents findings and recommended courses of action based on results of data analysis.

(6) Recommends program or process improvements to increase the effectiveness and efficiency of USAAC and TRADOC training development policies and processes.

(7) Coordinates with HQ TRADOC, CAC, and center and school QAOs regarding the incorporation, implementation, and evaluation of the latest training policies, initiatives, and directives into applicable TRADOC training programs.

**3-23. Strategic Outreach Directorate.**

a. Mission. Develops, directs, and executes the Army's strategic communications plans in support of the recruiting and accession missions.

**b. Functions and responsibilities.**

(1) Manages the contract for recruitment advertising.

(2) Coordinates and manages public affairs activities ICW HQ TRADOC Public Affairs Office.

## **TRADOC Reg 10-5-3**

(3) Researches and develops the national recruiting advertising campaign ICW the Assistant Secretary of the Army for Manpower and Reserve Affairs and the Army Branch Group.

(4) Develops strategies for the use of USAASB assets through the Command Marketing Communications Council ICW USAASB.

(5) Coordinates the manning, scheduling, deployment, and most effective use of the U.S. Army Parachute Team (USAPT) ICW USAASB.

(6) Develops and executes national public relations campaigns in support of recruiting and accessions.

### **3-24. Center for Accessions Research.**

a. Mission. Conducts strategic level research, studies, and analysis of the accessions process (first contact through recruitment, processing, and IMT) and integrates results for decision makers. Conducts studies supporting change management. Analyzes the efficiency of operations and develops related best business practices. Tests future concepts for the development of resourcing.

b. Functions and responsibilities.

(1) Conducts studies and analysis to support national market strategies and subordinate command missions.

(2) Develops and analyzes future strategies, synchronizes and integrates initiatives, and provides innovations enabling the USAAC to achieve its strategic vision.

(3) Analyzes, through internal and external research, the efficacy of the accessions process. Offers best business practice alternatives to current and future operations.

### **3-25. Human Resources Directorate.**

a. Mission. Advises and assists the CG, USAAC on all matters relating to military personnel management and administration.

b. Functions and responsibilities.

(1) Directs the implementation of established HQs, Department of the Army (HQDA) policies and procedures concerning military personnel systems and directs the assignment and transfer of personnel within the HQ USAAC.

(2) Consolidates subordinate command personnel reports and provides analysis and recommendations to the CG, USAAC.

(3) Monitors strength management within subordinate commands and provides advice to the HQ USAAC leadership on all aspects of personnel utilization.

(4) Processes promotion and school selection lists.

(5) Manages awards and decorations policies and programs within HQ USAAC.

**3-26. Information Support Activity.**

a. Mission. Provides information mission support for USAAC, its subordinate elements, and external customers.

b. Functions and responsibilities.

(1) Fields, maintains, and provides life cycle replacement for automation and information systems.

(2) ICW TRADOC Chief Information Officer (CIO) and HQDA CIO/G-6, develops policy, guidance, and standards for all facets of the information mission area (IMA) and serves as the subject matter expert, liaison, and coordinator for configuration control processes that resolve USAAC leadership priorities.

(3) As the USAAC CIO, advises the CG, USAAC and staff on proposed and planned automation and information system projects and is responsible for overall management of USAAC IMA resources.

(4) Coordinates overall IMA support provided to USAAC and subordinate organizations.

(5) Provides centralized management and day-to-day operations of the USAAC, USAREC, and USACC communications, networks, customer service, software development, and information technology-related automation and information services.

(6) Lead for the USAAC, USAREC, and USACC Information Assurance Program.

**3-27. Resource and Logistics Management Directorate.**

a. Mission. Provides staff management for planning, programming, budgeting, and execution of logistics, procurement, and manpower functions. The Resource and Logistics Management Directorate manages civilian personnel actions for USAAC personnel at Fort Knox, Kentucky.

b. Functions and responsibilities.

(1) Collects, validates, and reviews command funding and manpower requirements and monitors program resources and execution.

## TRADOC Reg 10-5-3

(2) Evaluates mid-term and long-term accessions investment strategies and develops new and revised strategies where applicable.

(3) Determines funding requirements, obtains resources, and manages appropriations and distribution of all funds received by the USAAC.

(4) Controls allocated and appropriated funds and monitors execution of the USAAC budget. Provides fiscal management for non-appropriated funds.

(5) Prepares impact statements for changes in budget, provides input through TRADOC programming system, and directs and reviews organizational and cost analysis studies.

(6) Serves as HQ USAAC lead for manpower programs.

(7) Coordinates with the Assistant Chief of Staff for Installation Management or with other military organizations or installations for the acquisition, construction, conversion, alteration, modification, or rehabilitation of recruiting facilities.

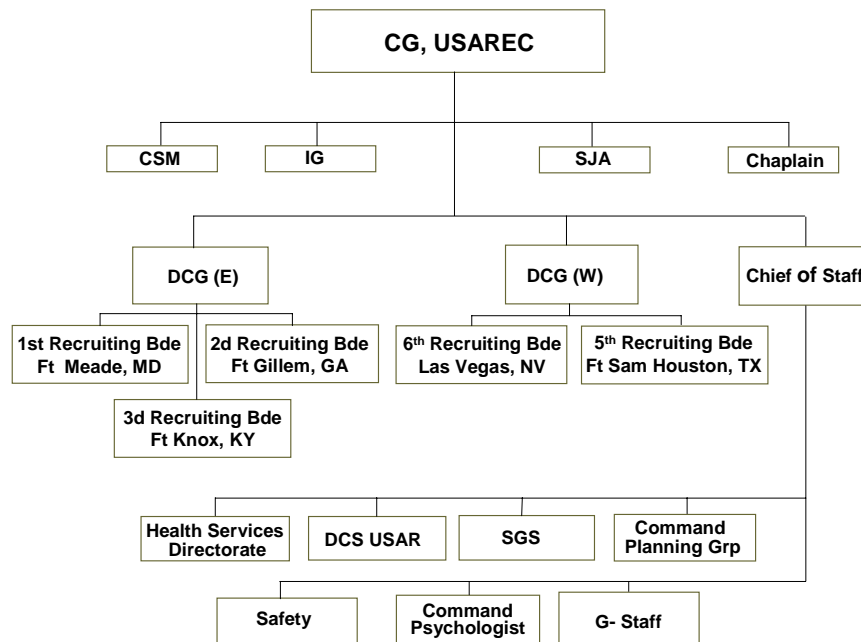
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## Chapter 4

### United States Army Recruiting Command

**4-1. Mission of USAREC.** Responsible for manning the active Army and the Army Reserve. Manages worldwide enlisted and special mission recruiting operations. Commands HQ USAREC and subordinate field activities located throughout the United States, Puerto Rico, the U.S. Virgin Islands, Guam, American Samoa, Panama, Europe, and Asia.

**4-2. Organization of USAREC.** USAREC consists of a HQ staff element and five recruiting brigades. The 1<sup>st</sup> Recruiting Brigade is headquartered at Fort Meade, Maryland. The 2<sup>nd</sup> Recruiting Brigade is at Fort Gillem, Georgia. The 3<sup>rd</sup> Recruiting Brigade is collocated with USAREC HQs at Fort Knox, Kentucky. The 5<sup>th</sup> Recruiting Brigade is at Fort Sam Houston, Texas. The 6<sup>th</sup> Recruiting Brigade is located in Las Vegas, Nevada. Each of the five brigades commands up to nine recruiting battalions and an AMEDD Detachment within its geographical area (see [fig 4-1](#)).



**Figure 4-1. U.S. Army Recruiting Command**

#### **4-3. Functions and responsibilities of USAREC.**

- a. Recruits U.S. citizens, legal residents, and other qualified individuals for service in the U.S. Army.
- b. Recruits for the RA, the USAR, and the AMEDD and assists in ROTC recruiting.
- c. Recruits applicants for OCS, Warrant Officer Flight Training enlistment options, the Judge Advocate General Corps, the Chaplain Corps, and other direct commissioning sources.
- d. Supports the USMA Admissions Program.
- e. Plans, budgets, funds, and coordinates requirements for resources and provides mission support for all USAREC activities.
- f. Develops and directs the execution of local advertising, event marketing, and public affairs programs in support of USAREC recruiting missions ICW the USAAC Strategic Outreach Directorate.
- g. Receives and processes requests for enlisted recruiting publicity and advertising for Army reenlistment programs.
- h. Budgets for the procurement of publicity and local advertising in support of the RA and USAR enlisted recruiting programs. Provides advertising and public affairs support for AMEDD officer and special mission recruiting.

## TRADOC Reg 10-5-3

- i. Establishes and maintains liaison with educators and education associations at the national, state, and local levels; supervises Army recruiting participation in national education conventions.
  - j. Maintains liaison with recruiting HQs of the U.S. Marine Corps, U.S. Navy, and U.S. Air Force; the Corps of Engineers and district engineer offices; representatives of the General Services Administration; the Military Traffic Management Command; and other agencies on matters directly affecting USAREC operations.
  - k. Initiates requests, as necessary, to obtain administrative, legal, and logistical services from the CG, TRADOC, the U.S. Army Forces Command, and other agencies as appropriate and required for support of recruiting activities.
  - l. Conducts recruiting-related analysis and evaluates market intelligence to identify high priority recruiting targets.
  - m. Responsible for the life-cycle management of the recruiting portion of Career Management Field 79, specifically MOS 79R (Recruiter), officer skill identifier 4T (recruiter officer), special qualification identifier 4 (non-career recruiter), and additional skill identifier V7 (guidance counseling).
  - n. Responsible for recruiting doctrine and training development executed at the Soldier Support Institute's Recruiting and Retention School. Develops and directs the execution of recruiter training.
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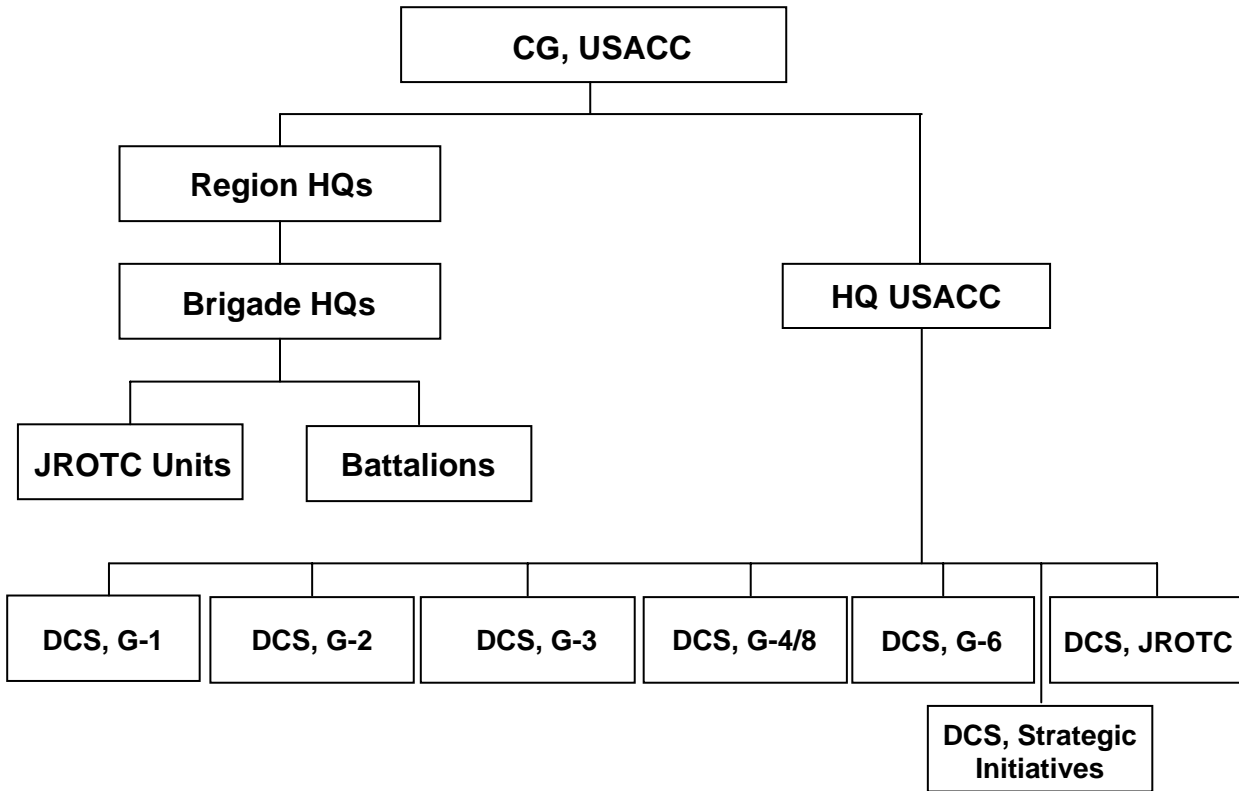
## Chapter 5

### U.S. Army Cadet Command

**5-1. Mission of USACC.** Responsible for recruiting and officer accessions into the Army. Directs ROTC recruiting and training operations. Develops and implements plans, training, and resources to accomplish assigned USAAC and USACC recruiting and training missions.

**5-2. Organization of USACC.** The USACC consists of a HQs element and two regions organized into 14 brigades that command and control the Senior ROTC battalions and Junior ROTC (JROTC) units (see [fig. 5-1](#)).





**Figure 5-1. U.S. Army Cadet Command**

### 5-3. Functions and responsibilities of USACC.

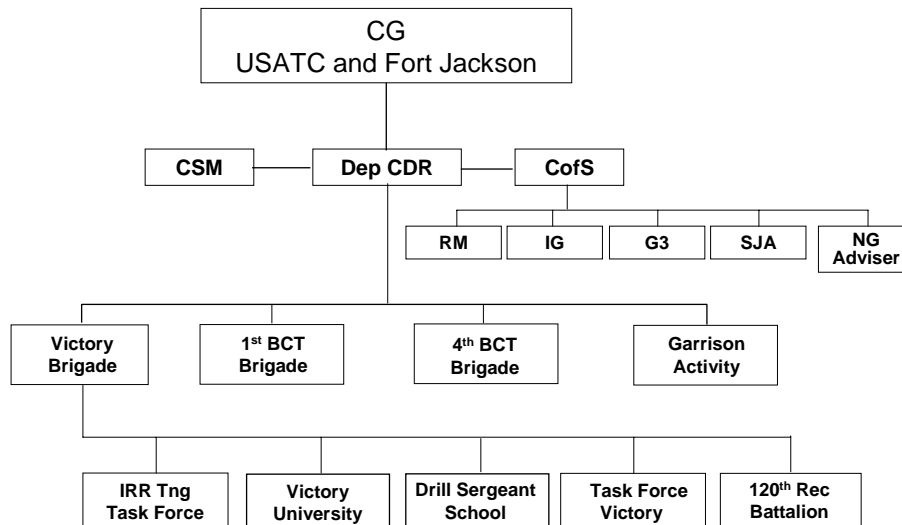
- a. Directs the Senior and Junior ROTC programs.
- b. Recruits, trains, and retains sufficient ROTC cadets to meet the assigned HQDA officer commission mission for the Army AC and RC.
- c. Develops and directs the execution of local advertising, event marketing, and public affairs programs for Senior and Junior ROTC ICW the USAAC's Strategic Outreach Directorate.
- d. Establishes and maintains liaison with educators and associations at the national, state, and local levels. Represents USAAC in national education conventions.
- e. Maintains liaison with the U.S. Navy, U.S. Air Force, USMA, and other agencies on matters directly affecting USACC operations.
- f. Responsible for developing and implementing the officer precommissioning task list.
- g. Develops and coordinates all aspects of ROTC leader development, education, and training to include cadre training and development. Assists CAC and TRADOC FC in defining leader development, education, and training requirements.

## Chapter 6

### U.S. Army Training Center and Fort Jackson

**6-1. Mission of USATC and Fort Jackson.** Responsible for all aspects of BCT at Fort Jackson.

**6-2. Organization of USATC and Fort Jackson.** The USATC and Fort Jackson consists of a HQs element, personal staff, the Victory Brigade, and 1<sup>st</sup> and 4<sup>th</sup> BCT Brigades (see [fig 6-1](#)).



**Figure 6-1. U.S. Army Training Center and Fort Jackson**

### 6-3. Functions and responsibilities of USATC and Fort Jackson.

- a. Conducts BCT and AIT as directed.
- b. Conducts the drill sergeant program. Writes programs of instruction, determines class structure, and conducts drill sergeant training. Writes, updates, and publishes TR 350-16.
- c. Conducts training assistance visits to active and RC drill sergeant schools.
- d. Responsible for IET instructor and course certifications.
- e. Lead for IET Precommand Course.
- f. Lead for IET Company Commander's Course and First Sergeant's Course.
- g. Lead for reception battalion program of instruction.
- h. Conducts reception battalion training assistance visits.

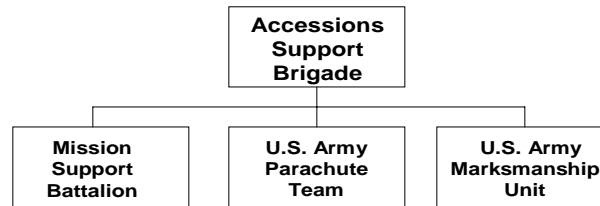
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## Chapter 7

## U.S. Army Accessions Support Brigade

**7-1. Mission of USAASB.** Serves as the command and control HQs for the Accessions Mission Support Battalion, the USAPT, and the U.S. Army Marksmanship Unit (AMU).

**7-2. Organization of USAASB.** Consists of a HQs element, the Mission Support Battalion (MSB), the USAPT, and the AMU (see [fig 7-1](#)).



**Figure 7-1. U.S. Army Accessions Support Brigade**

### 7-3. Functions and responsibilities of USAASB.

a. Commands and provides mission guidance and intent to subordinate elements.

(1) The MSB conducts professional touring and convention exhibits to enhance the accession effort.

(2) The USAPT conducts parachute demonstration jumps throughout the nation, supports Army accessions efforts, and competes in parachuting events at the national and international levels.

(3) The AMU selects, equips, and trains soldiers to compete and win interservice, national, international, and Olympic marksmanship efforts, promoting the Army and enhancing Army accessions efforts.

b. Exercises field grade Uniform Code of Military Justice authority within the USAASB and for USAAC personnel at Fort Knox.

c. Develops and administers plans, policies, and programs concerning the scheduling and use of USAASB assets IAW CG, USAAC guidance.

## Appendix A References

### Section I Required Publications

## **TRADOC Reg 10-5-3**

AR 10-5  
Headquarters, Department of the Army

AR 10-87  
Major Army Commands in the Continental United States

TR 10-5  
Organization and Functions, U.S. Army Training and Doctrine Command

TR 350-16  
Drill Sergeant Program

### **Section II Related Publications**

AR 11-7  
Internal Review and Audit Compliance Program

AR 20-1  
Inspector General Activities and Procedures

AR 27-1  
Legal Services, Judge Advocate Legal Services

AR 40-1  
Composition, Mission, and Functions of the Army Medical Department

AR 40-5  
Preventive Medicine

AR 145-1  
Senior Reserve Officers' Training Corps Program: Organization, Administration and Training

AR 145-2  
Junior Reserve Officers' Training Corps Program: Organization, Administration, Operation, and Support

AR 165-1  
Chaplain Activities in the United States Army

AR 350-1  
Army Training and Education

AR 350-51  
U.S. Army Officer Candidate School

AR 360-1

The Army Public Affairs Program

AR 385-10  
Army Safety Program

AR 690-12  
Equal Employment Opportunity and Affirmative Action

FM 7-0  
Training the Force

TR 350-6  
Enlisted Initial Entry Training (IET) Policies and Administration

TR 350-10  
Institutional Leader Training and Education

TR 870-1  
TRADOC Military History Program

TRADOC Memorandum 1-11  
Staff Procedures

### **Section III**

#### **Referenced Forms**

DA Form 1045  
Army Ideas for Excellence Program (AIEP) Proposal

DA Form 2028  
Recommended changes to Publications and Blank Forms

### **Glossary**

#### **Section I**

#### **Abbreviations**

AIT	advanced individual training
AMEDD	Army Medical Department
AMU	Army Marksmanship Unit
AR	Army regulation
ARNG	Army National Guard
BCT	basic combat training
BOLC	Basic Officer Leadership Course
CAC	Combined Arms Center
CAR	Center for Accessions Research

## TRADOC Reg 10-5-3

CG	Commanding General
CIO	Chief Information Officer
CofS	Chief of Staff
CSM	command sergeant major
CSO	Command Safety Office
DA	Department of the Army
DCG	Deputy Commanding General
DCSOPS&T	Deputy Chief of Staff for Operations and Training
DCSPIL	Deputy Chief of Staff for Personnel, Infrastructure and Logistics
DCSRM	Deputy Chief of Staff for Resource Management
DOTMLPF	doctrine, organization, training, materiel, leadership and education, personnel, and facilities
EEO	Equal Employment Opportunity
FC	Futures Center
HQ	headquarters
HQDA	Headquarters, Department of the Army
ICW	in coordination with
IET	initial entry training
IG	Inspector General
IMA	information mission area
IMT	initial military training
IRAC	internal review and audit compliance
JROTC	Junior Reserve Officer Training Corps
MSB	Mission Support Battalion
MOS	military occupational specialty
OCS	Officer Candidate School
OSUT	one station unit training
QAO	Quality Assurance Office
RA	Regular Army
RC	reserve component
ROTC	Reserve Officer Training Corps
SJA	Staff Judge Advocate
TRADOC	Training and Doctrine Command
TR	TRADOC regulation
USAAC	United States Army Accessions Command
USAASB	U.S. Army Accessions Support Brigade
USACC	U.S. Army Cadet Command
USAPT	U.S. Army Parachute Team
USAR	U.S. Army Reserve
USAREC	U.S. Army Recruiting Command
USATC	U.S. Army Training Center
USMA	U.S. Military Academy
VTC	video-teleconference

## Section II Terms

*Definitions of terms are found in Joint Pub 1-02. This glossary defines terms requiring expanded explanation.*

**assist**

TRADOC organizations or staff elements a higher HQs directs to provide augmentation or other support to a lead for a function, task, or role. The augmentation or other support includes, but is not limited to, all applicable DOTMLPF domains. The organization that aids, complements, or sustains another organization, and is responsible for providing the assistance the lead organization requires. (TR 10-5)

**basic officer leadership course**

Three-phased IET for active and reserve officers. The first phase is precommissioning (USMA, OCS, or ROTC); the second phase is a field leadership phase consisting of a six week branch immaterial course in small unit leadership and tactics. The third phase is the branch technical phase.

**coordination**

Consultation leading to an expressing of views. To cause to act or work together for a common purpose, as in timing, unifying, and integrating work. (TR 10-5)

**direct authority**

Broad authority to act on matters relating to the execution of an organization's assigned functions and responsibilities. The latitude direct authority provides is bound by the overall commander's vision, priorities and guidance, both written and verbal. Direct authority is a measure of control less than that included within the term command and more than that included within the term administrative control. Direct authority provides a leader the ability to influence the activities and initiatives of subordinate organizations but not to control day-to-day operations. (TR 10-5)

**executive agent**

A delegation of authority by the Secretary of Defense, to a subordinate, to act on the Secretary's behalf. Designation as executive agent, in and of itself, confers no authority. The exact nature and scope of the authority delegated must be stated in the document designating the executive

agent. An executive agent may be limited to providing only administration and support or coordinating common functions; or it may be delegated authority, direction, and control over specified resources for specified purposes. (DoD Dictionary of Military Terms)

**key enabler**

A significant function that underpins the ability to execute two or more core functions. An integral component of the set of functions or tasks required to execute a core function. One or more organizations can perform this function. (TR 10-5)

**lead**

## **TRADOC Reg 10-5-3**

The TRADOC organization or staff element having primary responsibility for a function, task, or role a higher headquarters assigns. Responsibility for the function, task, or role begins with initial assignment and ends with its completion. The responsibility also includes all aspects of execution and integration of all applicable DOTMLPF domains. The organization which receives assistance from another organization(s) or staff element(s), and is responsible for ensuring that the supporting organization(s) or staff element(s) understands the assistance required. Specifically, lead has three areas of responsibility:

- Develop, coordinate, and recommend command policy.
- Develop, coordinate, and recommend command guidance.
- Develop, coordinate, and recommend taskings to execute specific missions or tasks or provide specific support. (TR 10-5)

### **major Army command**

A command directly subordinate to, established by authority of, and specifically designated by HQDA. Army component commands of unified and specified commands are major Army commands. (AR10-87)

### **major subordinate command**

A command directly subordinate to, established by authority of, and specifically designated by a major command. (TR 10-5)

### **memorandum**

Command memorandums apply to HQ TRADOC only. They establish policies, responsibilities, and administrative procedures; pattern of organizations and workflow; and recurring and special forms and reports within HQ TRADOC. They are effective until superseded or rescinded. (TR 10-5)

### **plan**

A projected procedure for carrying out an undertaking. A plan sets forth the specific tasks the participants will perform and includes policy and procedural guidance. A plan differs from a program in that it may be less specific and normally does not schedule accomplishment or resource distribution within specified dates. Planning normally precedes programming. (TR 10-5)

### **policy**

A high-level plan embracing the general goals and acceptable procedures of an organization, in light of given conditions, to guide and determine present and future decisions. (TR 10-5)

### **program**

An organized procedure for carrying out a mission. Although its elements may vary considerably, it usually includes a statement of the mission, objectives to achieve within specific dates, priorities, provided resources, schedules to accomplish, progress indicators, and follow-on requirements. (TR 10-5)

### **reception station**



An activity specifically designated to provide receiving orientation, classification, testing, clothing, assignment, and movement of personnel enlisted, inducted, or ordered to active duty.

**regulation**

Command regulations contain policies, responsibilities, and administrative procedures relating to subjects not contained in Army Regulations (ARs) or which support or better define command guidance derived from ARs and Department of Defense directives. They are permanent directives, effective until superseded or rescinded. Each regulation is confined to a single subject and is the only authority to prescribe mandatory use of command forms. (TR 10-5)

**requirement**

An established need justifying the timely allocation of resources to achieve a capability to accomplish approved military objectives, missions, or tasks. (TR 10-5)

**staff management**

The responsibilities of the staff to assist and coordinate lead organization efforts by analyzing, monitoring, assessing, and developing recommendations for the commander on all activities affecting policy, organization guidance, developmental processes, and implementation or execution processes in support of the organization meeting its mission. The staff will facilitate the coordination and dissemination of plans, doctrine, and training with higher HQ and external agencies as appropriate. (TR 10-5)

**strategic communications**

Identifying and communicating with the internal and external organizations or audiences to achieve desired outcomes. In doing so, the command develops, synchronizes, and articulates key themes and messages in support of the strategic vision, goals, and objectives. Strategic communications will inform a broad variety of audiences and ensure command-wide unity of effort. Effective strategic communication not only serves the command, but must support the Army and the joint communities in their strategic communications efforts. (TR 10-5)

**supplement**

Supplements contain policies, responsibilities, and administrative procedures required to implement ARs. It is the only medium authorized to provide subordinate commanders additional instructions to implement an AR. Supplements do not supersede, change, or rescind any portion of an AR. (TR 10-5)

FOR THE COMMANDER:

OFFICIAL:

ANTHONY R. JONES  
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Deputy Commanding General/

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// \*S //  
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